

| SECTION|23. POSITION MANAGEMENT PROGRAM|

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DATE 02-26-2007 BY 60324 AUC BAW/CPB/STP

| |23-1 PURPOSE

| The FBI Position Management Program is an integrated part of
| the administrative planning process for the Bureau and its
| organizational components, and includes due regard for work methods,
| equipment, facilities, procedures, techniques, skills and knowledges.
| Adherence to the principles stated in this section when planning and
| executing position and organizational design activities will result in
| such benefits as increased organizational efficiency, manageable
| operating costs, better service delivery, elimination of
| organizational "stove-piping," and better defined pathways for the
| development and utilization of our workforce at all organizational
| levels within the Bureau.|

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| |23-2 RESPONSIBILITIES

| The Personnel Officer is responsible for the overall
| administration of the FBI Position Management Program, and shall
| ensure both that position management issues are addressed in an
| effective and consistent manner throughout the Bureau, and that
| processes associated with requesting and approving position and
| organizational design changes are properly carried out by all parties.
| At any time deemed appropriate, the Personnel Officer or his/her
| designee will conduct a substantive review and validation of position
| management methodologies, processes and decisions, and institute any
| actions deemed necessary to ensure compliance with applicable law and
| regulation, as well as with Bureau policy as set forth in this
| section. Specific responsibilities of other executives, management
| officials, supervisors, and organizational elements follow.|

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23-2.1 Section Chief, Human Resource Management Section (HRMS)

The Section Chief, Human Resource Management Section (HRMS), Administrative Services Division (ASD), is delegated the responsibility for ensuring that position management requests are reviewed and decisions rendered in an effective and consistent manner, and for approving/disapproving specific requests for position management studies/actions reviewed by the Position Management Unit (PMU).

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23-2.3 HRMS Unit Chiefs

Individual Unit Chiefs within HRMS are responsible for determining which requested actions received in their organizations have the potential for significant position management and/or resource allocation implications and, therefore, require review by the HRMS Section Chief. For those requests which do not require HRMS Section Chief review, the Unit Chiefs are responsible for managing the review and disposition of such requests within their units and for coordinating such reviews with other HRMS units as required.

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| 23-2.4 Heads of FBI Organizational Components

Assistant Directors and Heads of Offices (in FBIHQ) and Assistant Directors in Charge and Special Agents in Charge (in FBI field divisions) are responsible for ensuring that the position management policy set forth in this section is actively supported within their organizations, and that all processes and requirements associated with proposing position management related actions for their organizations are followed.

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| 23-2.5 Supervisors and Line Management Officials

| Supervisors and line management officials in all FBI
| organizations are responsible for addressing the position management
| issues identified in this section when proposing the establishment of
| new position(s), or other actions regarding existing positions, under
| their cognizance, and/or when proposing addition, deletion or
| realignment of functions within their organizational elements.

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| 23-3 POSITION MANAGEMENT PRINCIPLES AND OBJECTIVES (See 23-4.2.)

| (1) It is Bureau policy that all positions and
| position structures should be based on the following basic position
| management principles:

| (a) A minimum number of positions with as low a
| proportional ratio as possible of supervisory, managerial and staff
| support positions to nonsupervisory operating positions, consistent
| with the need for effective execution of assigned programs and
| functions. This includes minimizing the use of deputy, assistant, and
| comparable top-level positions which increase management and
| supervisory overhead costs and which have a questionable impact on
| productivity. Additional supervisory or staff positions required for
| developing an inexperienced workforce, performing a new mission, or
| implementing new laws, regulations, and procedures should be earmarked
| for review during periodic program evaluations to determine continuing
| need.

| (b) A reasonable balance between professional and
| technical/support positions; specifically, a balance closely related
| to the frequency of professional and technical/support tasks in the
| organization's normal work cycle.

| (c) A reasonable proportion of trainees and
| lower-graded employees to fulfill estimated replacement needs for
| full-performance level and higher-graded employees, taking into
| account predictable requirements, past records of separations and
| transfers, expansion needs if pertinent, availability of trained
| replacements in the labor market, and training time required.

| (d) A clear delineation of work assignments and
| job-to-job relationships which avoids excessive supervision and
| review, excessive staff advice and assistance, and overlaps,

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| conflicts, and ambiguities in work assignments.

| (e) Adequate opportunity for development and
| progression up well-defined career ladders and career paths for those
| employees who show significant capability and potential for more
| responsible positions requiring planned experience at lower levels.
| Such opportunities need not be in a single organization if all steps
| are available by rotation among activities.

| (f) Sufficient job interest to attract, retain, and
| motivate employees of the needed level of competence; specifically,
| sufficient challenges, variety and responsibility to attract and hold
| professional, technical, administrative and clerical competence where
| needed and sufficient opportunity to attract high-quality employees at
| the normal entry levels.

| (g) A clear understanding and definition of the kinds
| and levels of skills and knowledges required for competent and safe
| performance of the duties of all positions, to avoid recruitment of
| over-qualified as well as under-qualified employees.

| (h) A sound use of grade levels, resulting in a
| well-balanced position structure where grades are fully supported by
| essential work to be accomplished, and employees are fully utilized at
| the level of the positions to which they are assigned.|

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| 23-4 SUBMITTING POSITION MANAGEMENT REQUESTS TO HRMS|

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| 23-4.1 Consultation with Position Management Unit

| Prior to formalizing any written requests for position
| management actions, FBIHQ and field divisions should contact PMU for
| advice on preparing the request, and to fully discuss the proposed
| action(s), thereby reducing the risk that unforeseen considerations
| will arise once the request is formally submitted.|

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| 23-4.2 Core Requirements for Establishing a Business Case for Proposed Position Management Actions (See 23-4.3.)

| (1) All requests for the establishment of new position(s), changes to existing positions, or realignment of positions or functions within an organization, must be predicated on a "business case" for undertaking review of and implementing the action(s) being sought. In order for HRMS to determine that a legitimate business case exists for proceeding, organizations should include discussion of the following factors as part of their written request:

| (a) Changes in the mission or functions of the organization which have had an impact on existing position(s), or require the establishment of a new position(s);

| (b) Technological or other changes which require new bodies or levels of knowledge, skills and abilities;

| (c) Whether the new/changed duties identified are presently, or were formerly, performed by some other position(s) in the organization;

| (d) The impact of the proposed action(s) on supervisory position(s) with cognizance over the new/changed duties identified;

| (e) The benefits that are expected to accrue to the requesting organization from the proposed action(s) (e.g., increased organizational efficiency/effectiveness, reduced operating costs, better service delivery, elimination of "stove-piping"); and

| (f) The relationship of the proposed action(s) to the overall principles and objectives of the FBI's Position Management Program, as described in Section 23-3 above.

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23-4.3 Additional Supporting Information for Position Management Requests

In addition to the information required by Section 23-4.2 above, organizations may submit drafts of any new or revised position descriptions included within the scope of the request and should provide a current organizational chart which clearly depicts the relationships of all positions under review to each other and to the supervisory and managerial positions to which they report. Organizations may be asked to submit specific additional supporting information as a result of the conduct of the review by the cognizant HRMS unit(s).

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||23-5 RELATIONSHIP OF HRMS POSITION MANAGEMENT PROCESSES TO RESOURCE ALLOCATION PROCESSES

| All requesting organizations, including divisions with
| delegated position classification authority, should be aware that any
| position management study which causes classes of positions to be
| changed because of a business case must have PMU and (when required)
| HRMS concurrence prior to implementation. As part of this process,
| PMU will continue to coordinate all position management actions with
| the Finance Division and the Resource Management Allocation Board
| (RMAB) prior to the release of study results.|

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